

LIQUOR CONTROL BOARD

Information Technology Services Division Strategic Plan FY02 – FY07

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Please note that the LCB strategic plan goals are incorporated into this plan. A hard copy of the agency's strategic plan is available if needed.

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INTRODUCTION

This document represents the plans for the LCB ITS Division to meet current and future needs of the agency. The ITS management team developed it with input from staff and customers and in harmony with the agency's business planning.

We asked our customers and staff for ideas on improvements and innovative ventures. We used the LCB Strategic Plan to align efforts and plans on agency projects and operational activities. We reviewed environmental trends that affect our industry, government and business. We acknowledged our role as facilitators of the delivery of LCB products and services.

We recognize that each of us in ITS needs to be a full partner in helping each other achieve the ambitious goal to align ITS with LCB goals while fitting the specifics of the plan to daily operations. This requires inclusion of diverse ideas - participative and interactive planning. More important, we must emphasize consistency in human resource management and perform as compassionate leaders. Listening to each other becomes a greater responsibility.

We are proud of our commitment to excellent customer service. New times and agency directions require that ITS work even more closely within the context of the entire organization and the whole of State Government. Full buy-in is needed from customers and constituents to drive prioritization of the use of IT resources. The division is more than just a support function; it is also an enabler of LCB initiatives.

Into the future, ITS must examine its current menu of services and construct a new, more effective business model. This will require some new thinking to overcome the old context. With scarce resources, ITS must strike a path that is realistic, workable, and on target with agency priorities.

Our highest interest is helping our LCB partner divisions succeed. We want to ensure the effectiveness and efficiency of LCB daily operations. At the same time, we are committed to managing the technology infrastructure in a way that supports our future ventures, e.g., E-Business and system modernization.

Strategies that will drive the ITS division's future:

- Have our business partners integrally involved in technology decisions through the IT steering committee process.
- Be consistent in the application of practices/processes and leadership within ITS.
- Honor project priorities and build for the future.
- Build capacity by providing career path/develop and management training.
- Standardize hardware and software platforms for greater productivity.

These are exciting and challenging times. Our government's constraint of state budget deficits makes it imperative that we are "doing the right things" **as well as** "doing things right."

1.0 Governor Locke's Priorities

The governor's priorities put education first. Other priorities include:

- Leading efforts to move forward on transportation solutions that are critical to the long-term success of the state's economy.
- Creating a business-friendly environment that will create good, new jobs while protecting our cherished natural resources.
- Protecting vulnerable children and adults from abuse and neglect, and
- Being relentless in his pursuit for a more efficient, effective state government.

☆ Excellence in Education

"We need to create a real partnership in this state between government, educators and industry - A partnership that can provide our high tech industries with skilled workers who meet the standards of their industry."

☆ Making Transportation Work:

"We simply must move our people and goods more quickly to remain competitive. It is absolutely critical to the economic future of our state."

☆ Economy

"To keep the Innovation Economy thriving, we must summon the will and the resources to take the difficult but critical steps that will lay the groundwork for the future of our state."

☆ Protecting Families

So today, all of you are looking at safety and security in a new way, from a new perspective. You are committing time to gather in the pursuit of improving workplace safety and health. You are examining with fresh eyes how to make Washington workplaces the safest and healthiest in the nation."

☆ Protecting Natural Resources

"To keep the American Dream alive...we must raise our standards of academic achievement, of government productivity and customer services, of the careful preservation of the natural environment we cherish, and of our determination to protect the well-being of Washington's working families."

☆ Better Government

"State government can never again be a place where it is 'business as usual.' We must continue to deliver core services with fewer resources. We must constantly adjust to be smarter and more nimble."

2.0 LIQUOR CONTROL BOARD VISION, MISSION, GOALS

2.1 VISION

The Liquor Control board is an organization committed to customer service and dedicated to diversity and partnership that encourages active participation from the public, its employees, and stakeholders.

2.2 MISSION

The mission of the Liquor Control Board is to serve the public by preventing the misuse of alcohol and tobacco through controlled distribution, enforcement, and education; and provide excellent customer service by operating efficient, convenient retail stores.

GOALS

1. Promote public safety by ensuring compliance with liquor and tobacco laws and regulations through effective enforcement and education.
2. Promote public trust
3. Maximize revenues to the state's taxpayers
4. Streamline and create effective business practices
5. Develop, recruit, retain, and value a high quality diverse workforce
6. Deliver quality and efficient services and information through improved technology
7. Strengthen partnerships with customers, stakeholders and communities
8. Strengthen the agency's risk management and loss prevention policies and practices

2.3 GOALS

GOAL	STRATEGIES
Promote public safety by ensuring compliance with liquor and tobacco laws and regulations through effective enforcement and education.	<p><i>Improve supervisory and managerial controls.</i></p> <p><i>Develop fair and consistent laws, regulations and policies.</i></p> <p><i>Continue existing programs that reduce youth access to alcohol and tobacco</i></p> <p><i>Develop and implement additional public safety initiatives to address the concerns of communities adversely impacted by the sale of alcohol.</i></p>
Promote public trust	<i>Develop and implement a comprehensive communications plan.</i>
Maximize revenues to the state's taxpayers	<p><i>Develop and implement standard financial operating policies and procedures.</i></p> <p><i>Optimize retail outlet resources to serve the public.</i></p>
Streamline and create effective business practices	<p><i>Review and deliver enhanced service via the internet considering security, accessibility, and cost effectiveness.</i></p> <p><i>Identify and streamline steps in licensing process causing delays in making final decision.</i></p> <p><i>Develop legislation and OFM support for a revised funding model.</i></p>
Develop, recruit, retain, and value a high quality diverse workforce	<p><i>Implement Civil Service Reform.</i></p> <p><i>Obtain Criminal Justice Training Commission (CJTC) certification.</i></p> <p><i>Provide access to centrally managed Human Resource policies and procedures.</i></p>
Deliver quality and efficient services and information through improved technology	<p><i>Optimize the ability to conduct business effectively through continued investment in networking infrastructure, especially relating to state stores.</i></p> <p><i>Enhance organization efficiency through process improvements of existing systems.</i></p> <p><i>Deliver enhanced service via the Internet considering security, accessibility, and cost effectiveness.</i></p> <p><i>Review and replace or upgrade financial software applications as needed.</i></p>
Strengthen partnerships with customers, stakeholders and communities	<p><i>Encourage licensees, the alcohol beverage industry, and community and government leaders to work as partners in the Alcohol Impact Area (AIA) process.</i></p> <p><i>Fully implement Community Oriented Liquor and Tobacco Enforcement (COLTE).</i></p>
Strengthen the agency's risk management and loss prevention policies and practices	<p><i>Develop and implement an agency-wide risk management program.</i></p> <p><i>Reduce agency risk and liability through tort loss prevention analysis and Human Resource risk management practices.</i></p> <p><i>Manage and minimize the number of L&I claims.</i></p>

4.0 ITS VISION AND MISSION

4.1 Vision

The Information Technology Services Division is an organization committed to being a full business partner in the success of the LCB, where we are the provider of choice and where our professional staff is valued.

4.2 Mission

We help our business partners succeed through support and enhancements of information technology as a management tool. The mission of the Information Technology Services Division is to improve the Board's public service, business operations and financial position with the use of modern-day business systems and computer technologies.

4.0 ITS Division Services

ESTABLISH AND MAINTAIN COMPUTING & VOICE INFRASTRUCTURE

- ✓ Networking and Telecommunications
 - Telephony (Land lines, Cells, Pagers, Fax services).
 - LAN/WAN (Data lines, Servers, Backbone)
- ✓ Technical Support: Maintenance, equipment repair and replacement, troubleshooting, etc.
- ✓ Extranet (Exchanging data with trusted partners)
- ✓ Email Services (Delivery medium)
- ✓ Database management
- ✓ AS/400 and terminal emulation environment
- ✓ Planning and project management
- ✓ Standards and direction (guidance)

PROTECT COMPUTING ASSETS

- ✓ Business continuity
- ✓ Data security (data access, retention, security)

PROVIDE SUPPORT FUNCTIONS

- ✓ Purchasing (hardware and software)
- ✓ Customer Training
- ✓ Business process development and support
 - Retail support services: Non-IT related support for retail, traditional
 - Production services: Job staging, Scheduling, Print services
- ✓ Desktop software and configuration management
 - Version and product control
 - Technical refresh of hardware and software
 - Desktop aspects include:
 - Operating systems: DOS, NT, WIN2K, WIN95
 - Office Suite: Word, Excel, PowerPoint, Access
- ✓ Other related off the shelf products
(MS Project, Internet Explorer, Visio, Utilities, Norton Anti-Virus, Altiris...)

MAINTAIN EXISTING SOFTWARE

- ✓ Programming, analysis and design
- ✓ Operations and incident response (Problems at stores, system security threats, etc.)
- ✓ Information reporting (data and analysis)
- ✓ Consultative services (example: Distribution Center WMS support)
- ✓ Web services: Intranet and Internet (Delivery medium)
 - Informational
 - Interactive

IMPLEMENT STRATEGIC INITIATIVES

- ✓ MERCHANDISING BUSINESS SYSTEM (MBS PROJECT)
- ✓ E-BUSINESS INNOVATIONS
- ✓ WAREHOUSE MANAGEMENT SYSTEM

5.0 ITS CUSTOMERS AND STAKEHOLDERS**5.1 CUSTOMERS**

A customer is one who receives our services whether or not “payment” is exchanged. An internal customer is one within the LCB; external customer is not within LCB. A direct customer is one we provide ‘first-hand’ services to; an indirect customer, we may provide services to – through another division.

INTERNAL - DIRECT

Other divisions within the LCB
Retail stores (State owned)
Retail stores (Contract)
Individuals within the IT division
Business partners (Lottery, etc.)

EXTERNAL - INDIRECT

Retail customers buying our products
Licensees (restaurants and stores)
Enforcement and education clientele
Wholesalers and suppliers
Other state agencies

5.2 STAKEHOLDERS

Who are stakeholders or constituents? These people, or groups of people, influence our operation – either as a division or as a part of entire LCB.

Stakeholders

ISB and DIS
Legislature
OFM
Labor
Professional Associations

Constituents

Vendors
Media
Community groups
Trade Associations
NABCA & ABI

6.0 ANALYSIS OF INFORMATION TECHNOLOGY SERVICES DIVISION

6.1 Strengths, Weaknesses, Opportunities & Threats...analysis of Information Technology Services Division

STRENGTHS

- Staff with deep system knowledge/experience.
- Strong individual performers.
- New staff/new ideas/new perspectives/new skills.
- Demonstrated results in Web Application.
- Excellent backbone headquarters Network.
- Network Team strong knowledge, skills and abilities.
- Security Upgrades.
- Key CSC staff, familiar with store functions.
- Good CSC processes/protocols for problem resolutions.
- CSC – Good measures of activities.
- CSC – Good sense of service goals.
- Good program for keeping up desktop tech (Tech Refresh).
- Stable regulatory system (>500 programs).
- Replacement of antiquated LCB warehouse.
- New Distribution Center – Ergonomics
- Distribution Center- tracking products with scanners – more accurate accounting.
- Good communications within some teams/sections
- ITS managers are open to strengthening organization and perceptions
- External feedback: people at LCB can get the job done – in spite of resource/management challenges. (Can-do organization)
- Administrative Director provides business and operational cohesion.

WEAKNESSES

- Learning curve for newer staff.
- Key experts are limited to few.
- No mentorship (formally).
- Ability to take advantage of new ideas to move into new strategic direction.
- Resources limited.
- 2000 Cobol Programs/Cobol Programmers “over 50 years old”
- Missing some technical skills for full Web Dev/Deployment (Admin).
- Agency: minimum new employee orientation.
- Need to improve CSC knowledge of current technical products.
- Need to improve teamwork among ITS sections.
- No formal career development in place for ITS
- WAN
- Vendor support lacking.
- Disaster Recovery: Network, ITS and LCB.
- Lack of knowledge of WMS (very insulated).
- Resourcing; future support not known
- Network and servers for WMS – supported by? (Lack of knowledge)
- WMS highly dependent on one key resource
- Some ITS systems don’t meet customers’ expectations.
- Hiring practices – How thorough? Relatives? Friends? Qualifications?
- Inconsistent leave practices (empl. practices)
- Inconsistent follow-thru on disciplinary actions
- Lack of support on “Terminations”
- High turnover at upper management level: vacancies, cohesion, and learning curve.
- Can’t say “No” – capacity planning; no prioritization.
- Agency business model could be stronger.
 - Targeting Consumers
 - Competitive Pricing
 - Marketing
 - Shelf Management
 - Inventory Management
- Don’t manage with statistics
- Lost institutional knowledge – high turnover, especially at division director level (Agency Business)
- Inconsistent communications
- Listening skills could be improved
- Inconsistent leadership skills within ITS

Opportunities

- New MBS
- Internet: E- Business
- Potential to re-shape the organization.
- Leverage of the WEB successes.
- Fresh faces: Desire to learn and grow.
- To re-train CSC – New challenge- with new POS.
- New employee orientation- work one day at a store.
- Opportunity to train broader base of LCB employees in technology.
- Make full use of new WMS.
- New “Tagging” Technology (Intermec)
- More management/supervisor training for leads/managers.
- Individual management skills in ITS. Managers reshape into stronger, more collaborated team.
- Learn new conflict resolution skills.
- Five ITS Directors in 24 months
- Create Agency direction for true priorities/strategic plan/agenda.
- Change ITS operational model from “Customer” to “Partner” – involve others in problem resolution.
- Create a new business model.
- Positioned to have operations that are more cohesive.
- Clear articulation of new board ‘roles.’

Threats

- Full scope of MBS.
- Old Merchandising system (obsolete system).
- Security Issues.
- Emerging, Dramatic business needs that require ITS (No Resources).
- 2000 Cobol Programmers/Cobol Programmers - over "50" – limited skill set.
- Strong institutional knowledge concentrated in key, few.
- Internet usage policy a constraint?
- WEB based business security risks.
- Large turnover in Network and Applications.
- Lack of funding to support MBS Network/structure.
- Knowledge of old POS becomes obsolete with new system.
- Ongoing WMS (Software, networking) support – who responsible for troubleshooting. (Role of vendor long term?).
- Transfer of key WMS knowledge – needs to take place.
- Unable to develop ITS turnover plan for WMS as a division.
- Do we have "staffing to support WMS?
- No generator/power supply for warehouse facility outages.
- Unclear interface of WMS to MBS.
- Facility "Air" Issues
- Managers need time to manage – lack of resources and time.
- Get "Lucky" with technical expert going into management.
- Not enough Cross-Training.
- Not enough backups.
- Too many "High" "Very High" priority initiatives.
- Improvements in employment practices
- Budget cuts.
- Management making commitments we can't meet.

6.2 Priorities for the Future

The ITS Division's mission is to help our business partners succeed through support and enhancements of information technology as a management tool. We should note that priorities come from many directions. There are statewide priorities – either in response to an 'executive order,' to statewide budget planning, to statewide technology directives, to agency strategic plan and to our division's strategic plan.

For the FY03-05 biennium, the agency is highly dedicated to the practical, meaningful application of the new MBS system. The Retail Business Plan is highly dependent on MBS success. In addition, carrying out all of the operational business needs are key to accomplishing the goals and objectives committed to in our agency's strategic plan.

Our top ITS priorities that support our agency's strategic plan for FY03-05 are

1. Successful use and ongoing support of MBS
2. Effective day-to-day operations (outlets, WMS, Licensing, Enforcement, Admin. etc.)
3. Putting into action a plan for our future (AS400 migration, web service delivery, staff skills building, and consolidated, modern technology platform)

Because our agency strategic plan lays out a map of strategies for all divisions – we can readily see that there is a great need for prioritization as a management team. Frankly, the limitation in resources translates to certain initiatives being postponed or funded in new, different ways.

How do we integrate all the organizational requirements into a cohesive use of resources? It becomes even more significant that we "do the right things" in addition to "doing things right." The IT Steering Committee will provide the foundation for sorting out these needs and what must be done that cannot be deferred.

Here is another way that we can look at priorities for our plan. Each bulleted item – in turn – may have its own set of priorities.

Tier 1 Priorities:

Initiatives with agency's highest level of commitment may require current initiatives to be adjusted.

- Complete MBS successfully
- Networking at the stores (always-on, T1, etc.) and other related network functions
- Complete WMS production turnover
- Ensure availability and stability of existing systems and infrastructure
- Commencing the standardization of data base & development products, e.g., ORACLE dbms and AIX operating system (WMS and MBS)

Tier 2 Priorities:

Important initiatives that, when considered against other ongoing initiatives, may require funding.

- POS – existing store support
- WMS – continuing system stabilization
- Production support of all LCB applications, including desktop systems

Tier 3 Priorities:

Initiatives, which are beneficial to agency programs, will only be pursued if they do not infringe upon higher-level priorities. Some of these are strategic in nature and require decision packages.

- Modernizing remaining applications to meet business needs: RIMS, data warehouse, future of AS400 applications
- MBS - increased effectiveness, additional products/functionality, resourcing within divisions
- Develop and continuously update strategic plan and related ISB requirements.
- E-business: setting the stage, tools, development processes, priorities, security, web server, etc
- Increase capacity within Information Technology Services Division
- Increase capacity within business divisions to address business need around technology - help increase self-sufficiency.
- Resource a planning effort to serve as triage for incoming requests for work, define projects, package releases, and support the steering committee in setting priorities and initializing projects and meeting statewide requirements.

7.0 Goals and Initiatives of Information Technology Services Division

7.1 Information Technology Services Division Top Objectives

The goal of the Information Technology Services Division is to support the LCB goal to “ Deliver Quality and Efficient Services and Information through Improved Technology”.

In this planning period, ITS will pursue the following objectives to meet this goal. We need to keep in mind that all of the aforementioned efforts are also in “play.”

- Optimize the LCB’s ability to conduct business effectively through continued investment in networking infrastructure, especially relating to state stores.
- With the implementation of a Merchandising Business System (MBS) in FY03, the LCB has a tremendous opportunity and need to retrofit remaining applications to a more contemporary architecture that is easier to support. In addition, the MBS functionality will be extended to include peripheral systems. Enhance management information to enable more informed decision-making by agency management. Enhance organization efficiency through process improvements of existing systems. Accelerate development of business applications by standardizing technology products.
- Deliver enhanced service via the Internet considering security, accessibility and cost effectiveness.
- Optimize the use of IT resources through rigorous **prioritization** aligned with agency objectives and effective development and monitoring of required statewide policies.

GOAL: Deliver quality and efficient services and information through improved technology

STRATEGY: *Optimize the ability to conduct business effectively through continued investment in networking infrastructure, especially relating to state stores.*

INITIATIVE: Enhanced telecommunications network infrastructure (to support Retail Services Division and other LCB businesses).

BACKGROUND: Currently the stores communicate with host systems through a dialup feature. This does not maximize transmission speeds. As new Point-of-sale systems are installed during FY 2003, it becomes more important to have “always-on” capability. The network is a “fabric” of intricately, interwoven infrastructure components. In addition to upgrading equipment at the outlets themselves, the LCB must install all related supporting networking systems, especially those required by business resumption plans.

SOLUTION: Information Technology Services will work with the Retail Services Division to acquire and install the necessary hardware and software to allow for always-on connection. This will enable host systems to have the most current information from the state stores for more effective, timely and accurate decision-making. Will speed up credit card processing.

STAKEHOLDERS: Retail Services customers, Governor’s Office, Legislature, OFM.

PARTNERS: DIS

LEAD DIVISION: Information Technology Services

PARTICIPATING DIVISION(S): Retail Services, Finance

START DATE: 9/1/03

FINISH DATE: 6/30/07

GOAL: Deliver quality and efficient services and information through improved technology

STRATEGY: *Enhance organization efficiency through process improvements of existing systems.*

INITIATIVE: Modernization of existing business systems.

BACKGROUND: *With the implementation of a Merchandising Business System (MBS) in FY03, the LCB has a tremendous opportunity and need to retrofit remaining applications to a more contemporary architecture that is easier to support. In addition, the MBS functionality will be extended to include peripheral systems.*

Business Intelligence is the use of information produced by and captured within business processes to enhance the operations of the business. Business Intelligence describes the organization's ability to access, explore and analyze information contained in a data warehouse to develop insights and understanding. This leads to a more informed decision-making process.

SOLUTION: Information Technology Services with the help of all the divisions will:

1. Continue to implement remaining MBS functionality.
2. Develop an agency-wide data warehouse. Acquire appropriate front-end tools for mining, querying, and analysis. Train people in their use and understanding of data. Make an agency commitment to information-driven decisions.
3. Conduct an assessment of additional MBS functionality as planning and analytical tools, workflow systems, and other enhancements.
4. Perform a business analysis to determine the future of remaining AS400 applications.
5. Standardize technology products to accelerate development of business applications.

STAKEHOLDERS: OFM, Legislature

PARTNERS:

LEAD DIVISION: Information Technology Services

PARTICIPATING DIVISION(S): Board Members, Administrative Director, and LCB Management Team

START DATE: 10/1/03

FINISH DATE: 6/30/08

GOAL: Deliver quality and efficient services and information through improved technology

STRATEGY: *Deliver enhanced service via the Internet considering security, accessibility, and cost effectiveness.*

INITIATIVE: Web site evaluation for optimal utilization.

BACKGROUND: The Department's Internet Web site is a vital communication and business tool. Use of the Internet has the potential to become an even greater information resource and vehicle to provide greater service to suppliers, customers, taxpayers, stakeholders and employees. Since the initial launch, use has grown each month. During the past five years, thousands of pages of information have been posted along with several complex applications in an attempt to meet the demand for online information and services.

The exponential growth of the Internet has created both an opportunity and a challenge to meet public, taxpayer, and employee expectations for information and service delivery. The agency believes fully expanding the use of the Internet will maximize agency resources.

A group of employees is currently reviewing the following: information provided through the Internet Web site, users' ability to access information, and processes for on-going maintenance

SOLUTION: Based on the team's findings and recommendations to the LCB Management Team, enhancements to the agency's Web site will be made to meet business and employees' needs, and to establish a robust environment to fully use the Internet's capabilities. Some of the enhancements may include: providing industry-specific information with one click of the mouse, creating online tutorials, developing a Licensing pilot application, providing HR information, and providing forms in the "fill-in" format.

STAKEHOLDERS: Suppliers, customers, LCB employees

PARTNERS: DIS

LEAD DIVISION: Information Technology Services

PARTICIPATING DIVISION(S): Policy, Legislative, and Media Relations, Licensing, Finance

START DATE: 7/15/03

FINISH DATE: 6/30/05

GOAL: Streamline and create effective business practices

STRATEGY: *Enhance organization efficiency through process improvements of existing systems, methods and planning.*

INITIATIVE: Information Services Support Systems

BACKGROUND: Currently ITS responds to requests for service by accepting all requests and attempting to meet the priority and schedule needs of the originator. While being responsive to some individuals, the overall priority needs of the agency are not always being met.

In addition, the “business” of running the ITS organization must be resourced as a higher priority. Due to the day-to-day commitments of resolving business issues, there has been no resourcing of planning efforts. Good business practices dictate that the use of scarce resources be optimized.

Our preventive maintenance programs need more attention. We must be able to respond to statewide mandates for security. We must also formally prepare a disaster recovery plan for ITS and the agency.

SOLUTION: ITS Division will work with the LCB Technology Steering Committee to establish a mechanism and allow resourcing for the capacity to manage the prioritization of IT requests against LCB overall goals and statewide requirements.

Will dedicate one resource to request review, prioritization, policy maintenance, security and disaster recovery planning and monitoring.

Will conduct an assessment of current infrastructure to determine if certain infrastructure functions can be outsourced – referencing Best Practices options within DIS or other providers.

Provide programming time and staff to write internal support systems for ITS Division. These systems can help reduce duplicated efforts, reduce error rates in all areas, increase efficiency of staff time and effort, and provide better and more accurate management information.

STAKEHOLDERS: Suppliers, customers, LCB employees

PARTNERS: DIS

LEAD DIVISION: Information Technology Services

PARTICIPATING DIVISION(S): LCB ITS Steering Committee members , ITS staff

START DATE: 10/1/03

FINISH DATE: 1/31/04

7.2 ITS Funding Approach

The budget for base services is fixed for the support of existing systems and services. The emphasis here is continuous quality improvements that lead to cost savings. Discretionary initiatives are budgeted as specific increments, tied to priority LCB business goals. During FY03-05, we will review the funding and perhaps create a “chargeback” strategy.

DISCRETIONARY INITIATIVES (Driven by specific funding)	
<u>New Technology Initiatives (Projects):</u>	new or replacement systems to support business initiatives
<u>MBS Project:</u>	replace POS system for the retail business
<u>Existing Software Enhancements:</u>	discretionary changes to existing systems...quality improvements, design enhancements, new functions/interfaces/data.
BASE SERVICES	
<u>Existing Software Maintenance:</u>	programming support for over 2000 AS400 COBOL application programs and existing web applications (repair, maintain, non-discretionary changes), information reporting, web services, operations, incident response.
<u>Support Functions:</u>	Purchasing, Help Desk, Desktop Software support, Training, Business process support for Retail, Production Services
<u>Asset Protection:</u>	Data Security, Access Security, Retention, Disaster Recovery/Business Resumption plans and readiness
<u>Infrastructure:</u>	Network & Telecomm (Data and Voice) Operations, Technical Maintenance, Planning, Standards, Extranet, Email Service, Database Management, AS400 & terminal emulation environment, Configuration Management, Division Management

APPENDICES

APPENDIX A: What does our environment tell us – current & future?

ALCOHOLIC BEVERAGE CONTROL INDUSTRY
(Refer to agency strategic plan)

LABOR POOLS/SKILLS AVAILABLE

- State ITS salaries not competitive with private sector
- IT registers have few candidates
- Civil Service constraints
- Poor economy makes contractors more competitive

LCB CUSTOMERS

- 40% of customers buy 80% of product
- Continued queries about privatization
- Expectation to control and “protect” – balancing responsibility with profitability
- Pressure for more web service delivery – Digital Government

GOVERNMENT

- More governing by initiative.
- Greater pressure on budget cutting
- General fund “Revenue” expectations create additional set of stakeholders, i.e.: Executive & Legislative branches

TECHNOLOGY

- Requirement for more state services to be provided over Internet.
- Greater leveraging of technology for direct service delivery.
- Higher expectations for faster development.
- More dependence on technology creates more risk
- State moving to integrated technology across agencies.
- Pressure for more inter-agency collaboration – Govt. for the New Millennium (G4NM)
- Threats to systems increasing – viruses and hack attacks.
- Greater need for business continuity planning.
- Technology more powerful, lower per/unit price.
- Paradox: simplicity vs complexity. (Customers want easy-to-use systems, could increase complexity of infrastructure and skill sets)
- Plug and play technology “Direction” allows enterprise to focus on core expertise of running business
- More technology platform choices (PDAs, process system.) – greater risk for making right /wrong decisions; too many platforms
- Centralized vs distributed model

COMPETITIVENESS - PRIVATIZATION

In today’s climate, agency business units will be looking for the best value for each technology dollar. This pressure increases their propensity toward non-traditional solutions. State IT shops need to continually scan the possibilities for optimizing services, even if it means to outsource them.

**APPENDIX B: ITS Staff brainstorming on agency IT efforts
Strategic Plan - IT Staff Meeting
MAY 16, 2002**

- “Always on” communications to stores
- Bandwidth Potential – Regional offices: wireless?
- E-Business opportunities
 - Class “H”
 - Licensing
 - ‘Mast’ Permits
 - Tax Reporting - (Internet in Future)
 - Purchasing – VMI
 - CLS (By 2005 – 5 years old)
 - “EDI” Potential
- Continuous Improvement
- The Technical Platform
 - Microsoft Alternatives
 - AS 400 Future
- MBS Future Potential
- MBS – Upgrade and Replacement
(Application and Tech Refresh)
- Desk Top Upgrades
- “Hot Spare” Fund
 - RIMS, etc.
- MBT’s – Mobile Based Terminals
- Data Warehousing
 - Licensing
 - All
- Security – Facilities
 - Swipe Excess
 - Bio-Metrics?
- Backup/Recovery
 - WMS: AIX – Backup? (Oracle)
 - Off Site Redundancy
 - Business Resumption
- Training
 - Training Process
 - 1-2 classes/year/person?
- Growth in number of systems & complexity - impact on FTEs?

APPENDIX C: ITS Projects and Activities as of 6/10/02

	Project	Estimated Start	Estimated Completion
TV	1. Payroll conversion off Windows 95		06/30/02
DC	2. Initial security audit		07/01/02
DC	3. Firewalls (need Olympia's)		07/15/02
DC	4. Private Eye implem. – Network monitoring		07/15/02
CV	5. Scanner project		07/31/02
CW	6. PA system at DC		07/31/02
DC LB	7. ITS Portfolio for ISB (Security plan, disaster recovery plan, applications portfolio, strategic plan, ...)		08/15/02
DC	8. NT account changes (standards, eliminate accounts, password changes)		09/15/02
CW	9. Supply ordering (CLS IE 5.0/6.0 issues, SLS changes in ghosting, IIS issues, Telxon ordering replacement)		09/30/02
CW	10. PDF forms, downloadable (DOL, Lic.)		10/01/02
TV	11. Time job conversion to PC server		10/01/02
DC	12. AS400 upgrade - Release 4.5 - Release 5.2	03/01/03	10/31/02
DC	13. Tech refresh (200 PCs)	08/01/02	12/01/02
CW	14. Tax reporting (scope issues)		12/31/02
CW	15. Price posting – phase 2		12/31/02
DC	16. Server refresh (20 servers, + Disaster Recovery server)	08/31/02	12/31/02
DC	17. Complete external security audit		12/31/02
DC	18. Antivirus (complete with Tech Refresh)	08/01/02	12/31/02
DC	19. CLS security audit (external)	11/01/02	12/31/02
DC	20. Remote access upgrade (scanners, rest of agency)		12/31/02
DC	21. Enforcement Office Bandwidth Upgrade (business case 7/1)	10/01/02	01/31/03
CW	22. Web infrastructure – review, standards, best practices		02/01/03
DC	23. Communication to stores – MBS alternative assessment	7/1/02	05/01/03
DC	24. Intrusion detection equipment	01/01/03	06/01/03
CV	25. MBS ITS team support		06/30/03
DM	26. MBS Implementation		06/30/03
ITS	27. Transition training (networking, RS6000, UNIX, ORACLE)		06/30/03
RL	28. WMS support – Rita and Jerry		06/30/03
CV	29. Move LEAVE Balancing to DOP's Payroll System		08/31/03
DC	30. Regular server maint. (Planned downtimes, patches, outsource?)		Hold
DC	31. Altiris (software distribution, 80% deployed)		Hold
DC	32. DC security		Hold
DC	33. WMS (network, system infrastructure)		Not assigned
TV	34. Store troubleshooting		Ongoing
DC	35. Data storage (backups & architecture, replace outdated equipment)	7/31/02	FY03-05
DC	36. Microsoft upgrades – Office Suite - Planned		FY03-05
ITS	37. ACCESS application support – migration plan?		FY03-05
CW	38. Develop Internet based MAST Permit reporting		FY03-05

The following is a high-level 5-year calendar to illustrate an extended planning horizon. It shows that fiscal years 2004 and 2005 are very important. This 03-05 Biennium requires efforts to:

1. Build on the new Warehouse Management System (WMS) potential
2. Place the Merchandising Business System (MBS) in a production status while assessing what other functionality the LCB can add for leveraging productivity investments
3. Assess the opportunity for re-engineering service delivery to offer more Digital Government to our customers
4. Evaluate future of AS400 applications
5. Build internal capacity in our staff regarding operating systems, Oracle database, and consistent leadership and management skills
6. Maintain and enhance the existing technology infrastructure.

LCB STRATEGIC PLAN (ITS)	END 01-03 BIENNIUM	APRIL 2004	03-05 BIENNIUM		05-07 BIENNIUM	
FUNCTION	FY End 6/30/03		FY End 6/30/04	FY End 6/30/05	FY End 6/30/06	FY End 6/30/07
Mission Critical Systems						
MBS	System stabilization		Annual software licenses; continue shakeout	Annual software licenses	Annual software licenses; Hardware refresh	Annual software licenses
MBS (project team)			Remaining functionality	Remaining functionality		
MBS (project team)				Additional software?	Implem. new features	
WMS	Vendor turnover; stabilization		Continued stabilization; enhanced use of system data	Annual licenses; hardware refresh	Annual licenses	Annual licenses
Licensing			Process review, business analysis	Internet pilot; System shakeout – learning curve	Migration off AS400 Implem. Of Study	Implementation of study
Imaging			Hardware upgrade	Annual SW upgrade	Annual SW upgrade	Annual SW upgrade
Enforcement			Bus. Analysis – feas. study and Project recommendations	Bus. Analysis – feas. study and Project recommendations	PDA's? Notebooks?	Refresh of technology
AS400 Apps				HR systems?	Inventory of remaining systems; develop plan	Begin migration
CLSRS			Business model assessment	System 5 yrs old; MBS implications	Implement solutions	Implement solutions
E-Business				Licensing pilot?	AS400 migration?	
Infrastructure						
AIX Operating Sys						
ORACLE data base						
Tech Refresh	Annually		Annually	Annually	Annually	Annually
VOICE Tech			Replacement		Refresh	
Policy Reqmts.	DRP		DRP - Support & Infrastructure			
Portfolio, Security, Planning			Support & infrastructure	Annual review	Annual review	Annual review

